

LOCATION	STATE ROLE SHOULD BE IN:	
FAIRFAX		<b>Workforce Tech and Founder</b>
	F	Demand generation for services
	F	Workforce training
	I	Education: Creating the next innovators
	I	Education: Understand the process
	I	Education: Skills and Curricula
	V	Growing tech force, coordinating private sector, higher ed, and K-12
	F	Improve Global Competitiveness
	F	Job creation across geographic areas
		Addressing and press the State lawmakers in founding and xxx student debt. Growing crisis that will potentially eat
	I	business investment.
	I	Be a leader in attracting talent in Virginia
		<b>University IP/Licensing - Best Practices</b>
	I	Provider of support programs on developing startup businesses and commercialization technology IP
		University/IP Licensing should be modeled after the California/Boston university systems, less about making money from the ideas than straightforward understandable process. It is a good idea giving away to another UB/C (??) of our service provider harsher terms?
		Provide funding for university research on energy technology
	I	EIRs as part of innovation networks
		<b>Other</b>
	C	Change policy or regulations (by agency) to enable industry disruption (i.e. insurance) ask Jen Finn for example
	I	Meaningful but minimal regulation promoting disruptive industries/technologies
	F	Eliminating barriers to starting on locations in Virginia (tax, administrative, otherwise)
		<b>Network Coordination</b>
	I	Be a trial customer
	I	Set aside a x % of state purchases for startups, new technology, etc.
	V	Coordinating and supporting commercialized R&D for existing companies
	C	Support fund building of local enablers of innovation unique to the region
		Stakeholder coordination
	I	Provide collaboration network infrastructure
		The state shouldn't be investing in companies more, but rather advertising branding across the country about the companies we do have. Can be take them on a roadshow? Service providers: Can we advertise those sectors that we
	U	Addressing fixing gaps in market. Developing parts of state where funding is not going.
	C	Help strengthen innovation ecosystem
		<b>Direct Investment</b>
	I	Flexible financing opportunities that leverage/maximize other incentives or opportunities
	I	Investor and advocate for entrepreneurs in legislative xxx innovative playground
	U	Provide micro-seed and seed capital (no private match) and non-university funding
	I	Incentives
	C	Provide tax incentives for skilled labor programs
	I	Provision of early stage capital given lack of private sector capital
	I	Support ecosystem with services, including people, tax incentives, access to government
	F	Create a business environment and culture that encourages seed capital to be deployed
	C	Provide grants at early stages to mitigate risks.
	F	Matching funds for angel early stage investments
	V	Investment IP commercialization for real technology, inventions/research
	V	Tax policy to incent support of high tech/growth
	F	Loss coverage for early stage investments from angels that support strategic technology targets
		Limit taxes
		Higher/continuing ed
	F	Assist tech startups with their idea/concept development and funding
STAUNTON		<b>What was/is missing? - Gaps?</b>
	U	Statewide resource of ability to gather all entrepreneurship support types of available support/funding/education
	F	High growth/entrepreneur density
	I	Lack of consolidated resource list. Silos
	C-U	University leadership commitment to create community accelerator program partnership
		Capital/small business incentives
		E/O awareness/understanding
		Accountability /assessment of programs
	U	Technology (and money for it)
	F	success
		Improve innovation/failure-friendly curriculum K-12
		Innovation in all industries i.e. farming /agriculture
		The potential investor's understanding of new technology processes so they can envision the possibilities. This is not something the state can help with. I know!
	C	

	Early stage funding
	Year round accelerator
F	Support network
C	Disconnect of needs with the resources available
	Funding Gaps
	SBDC doesn't seem to have as much knowledge/expertise on "venture-backed research-driven business as opposed to "traditional" small business.
C	Glad to see CS been taught in K-12? Need more qualified CS teachers?
<b>Talent Attraction</b>	
C	STEM education especially for girls in middle school
U	Show how an individual can began as HVAC Tech ,for example, and then overtime he/she can start their own business.
U	Build a pipeline of opportunities for developing entrepreneurs types from elementary through grad schools
I	State's role is to be business friendly and reward success, i.e. incentives for research hiring workforce
	Database of community members seeking student talent
C	Development of workforce pipeline (start from K-12)
	State's role should be > grants > workforce development for technology education
F	Funding coding boot camps
	Workforce development / training.
	Help employers understand that community colleges can help them meet their workforce needs . Community colleges don't just train/educate transfer students
<b>Collaboration</b>	
	What was missing? A single organizing force to corral all the different directions of stakeholders. We need a consensus builder
C-U	What should state role be? Connective fabric for statewide equal access and awareness of resources available.
F	Connect people to resources or others
V	Collaboration with Staunton Creative Community Fund, Staunton Innovation Hub (capital and partnership)
	Short-term focus on high-growth, multi market ventures for now, but don't ignore the smaller businesses for fear of boiling the ocean. Know the ESOs and refer non-targeted firms to organizations that can help them.
	Effective contributor/motivator, sustainable feasible program for development. Includes T/A mentors for success and sustainability , accountability
I	Link for regional initiatives
	Provide seed fund for entrepreneurs and regional initiatives
	Connect accelerators , funds, etc.
C	Networking of stakeholders
U	Connected to Staunton Innovation Hub (university)
<b>Investment</b>	
	Innovation friendly funding (aka tolerant to failure, failure friendly
	Innovation economy: grant process, high growth support
	State role: funding and resources for innovators and accelerators
C-U	Risk capital via grants for prototype development , milestone based
U	Knowledge about what is available for funding and training /education across the state
C-U	Statewide programming support for entrepreneurs via ICAP expansion and financial support
	Provide a statewide angel network that convenes regionally, quarterly to meet potential companies
F	State role: investment and education esp. angels
V	State role: Access to capital, encouraging, incentives for private investment, supportive
	Remove access barriers for women and minorities
	Innovation friendly policies aka tolerant to failure
<b>Place making</b>	
	Support hubs/accelerators/incubators
	Funding for Space
	"Dirty space" > rough not polished, a cross between a garage and a shiny lab, staffed by enablers, equipped with tools.
U	Tech labs in communities /education settings
<b>Other</b>	
	Tax credits and or breaks to recruit large companies vs small companies investors or similar benefits. It speaks to what we are investing in: large vs small. There is need for both, but perception needs to be there .
F	Promote strength of small businesses in VA success
C	support innovation and advise on how to proceed to maximize success
F	State role: Support system
<b>What was/is influential</b>	
<b>What is working?</b>	
I	Networking
I	Resource knowledge - JMU
C-U	Angel investment in startups via Shenandoah Valley Angel Investors ( SVAI)
F	1717 Incubator
	Connecting to capital. Connecting to potential partners, customers. DHCD and VEDP programs.
	Worked: Motivated community stakeholders passionate about community/place building
U	Research gathering understanding the community, understanding what exist.

	V	Worked: Need for service, both private and public sector
	F	SBDC
	F	What worked: small scale (relative) of Staunton community. Easy to access needed stakeholders in public and private sector, lots of community minded people
DANVILLE		<b>Funding/Investment</b>
	I	Strategic investment to attract private a federal funds or to seed needed capacity building
	I	Incent R&D- incentive needs to be focused on needs of entrepreneur
	C	Support and drive SBIC, RBIC formation and entrepreneurship investment for tech capabilities
	F	Support high growth/venture back? Founder! "Seed fund"
	C	Drive jobs and headquarter placement university areas with incentives
	V	Thought leadership/clearing hours for diversified entrepreneurship ecosystem development
	I	Help communities conduct high-growth opportunity pilot projects with leadership and funding
	I	Leadership in coalescing new high-growth industries
		Support regional TBED plans (where they exist), help regions develop TBED plans (where they don't exist), integrate regional plans into a state plan
	C	regional plans into a state plan
	F	Broadband in every home, school and business.
	V	State-funded VC to back angel/seed funded startups
	I	Develop more, more qualified entrepreneurs
	C	Technical assistance for apps, plans, etc.
	F	Research identifying key areas for opportunities and key risks that will impact marketplace (like climate change)
	C	Digital industry drive tech infrastructure in rural remote and LMI HH
	I	Prime the pump, fill market void in (targeted) early stage venture funding
	I	Support commercialization of research via business formation
	I	Provide policy guidance and legislation as needed i.e.IP laws, university IP, private equity
	I	Inventory of Resources
	F	Funding early stage 50K - 250K
ROANOKE/BLACKSBURG		<b>Region would benefit from move</b>
	C	Business founders/serial entrepreneurs
	C	Mid-career and senior software developers/engineers and project management sales and marketing
	C	Sales and marketing talent
	U	Investment in workforce programs especially through community colleges will automatically reinforce outreach to K-12
	I	Limited Role
	I	Facilitator, not creator
	I	Incentives for investment
	UFICV	Culture
	U	Support innovative education opportunities in the form of tuition grants, equipment grants, student support services
	F	To offer more incentives for business and tax relief in attracting new business and keeping best talent
		<b>Workforce</b>
	C	Connector, investor, legislator
	I	Provider of seed funding/investment
	C	seed funds, etc.
	C	Look at state policies like the tax credit program to improve/expand
	I	Investor in regional entrepreneurial ecosystems
	I	Provide incentives, pathways, and capital for promoting technological innovations
		<b>Capital Investment</b>
	C	these organizations
	I	Facilitating state resources to achieve the desired economy
	U	Connecting and incentivizing investors to help founders grow their vision
	F	Establish central investment groups to serve regions
	F	Drive collaboration within/between regions
		<b>Network Connection</b>
	F	seed funding/support connections
	I	Funding of all STEM/government schools
		Education reform
		<b>Other</b>
	I	Create an environment that supports higher end and private sector efforts
	I	Support regional innovation led economic development plans, fill gaps, find resources
	I	State should create an environment where technology is supported with policy and resources
Lynchburg		<b>Hot Button</b>
	V	Stop trying to organize statewide initiatives. Shift to supporting local and regional initiatives design to fit their
	C	Infrastructure support (operational subsidy with local control)
		Financing support organization, who are doing it, don't do it
	F	Investing in GOVa innovation projects and remove match requirement for rural communities
	C	What is the goal of government support?
	C	CVC (Corporate venture) integration

I	Incentivizing investment and innovation
I	Creating a healthy environment for innovation
	Have Virginia explore allocation of USR funds to private equity
C	Communications focused on telling the stories of success in Virginia (startups, commercialization, acceleration, etc.)
I	Take a look at the intellectual capital in the room, fun local efforts and get out of the way...
F	Connecting entities
U	Fund proof-of-concept programs to bridge valley of death
	Lowering risk
	Soft landings for international companies to come here
I	Develop/bring together venture capital marketplace in areas that it does not currently exist
I	There is a gap between innovation (patent holders) and entities that can walk it thru commercialization investors that
I	The best way for Virginia to foster its innovation is to create regulatory experimenting to create open business playground
	SBIR Model: Force (larger) state agencies to apply 1% of their budget toward innovation via contracts that are aligned with
I	Marketing and messaging
	High growth startups can't afford to pay for tech talent that is saddled with 100K+ in school loans > 1: more non-university
C	programs to educate; 2: debt forgiveness if working in startup sector
U	CRCF for non-life science firm
University	
U	Fund entrepreneur-in-residence programs
I	Provide flexibility and resources to K-14 for workforce development
I	Connecting entrepreneurs with research/funding opportunities in universities
	Have more PTAC workshops located around Richmond vs DC or more webinars
I	Access to capital with room for failure and adaptation
	Space and operating infrastructure government/non-IT research innovation centers to serve as innovation drivers in place
I	w/o core assets like research universities
Educator	Lean startup programs (ICAP)
C	University collaboration/shared databases for IP shopping
C	Make university IP accessible via a public database so that community hackathons or startup have an idea to jumpstart
U	Cradle to career - help the pipeline transition, collective impact
C	Universities - develop consistent commercialization process that is founder friendly
I	Providing a nimble regulatory environment to let people be innovative
C	IP reform
	Innovate NC better execution
C	Hard line high-impact acceleration programming that directly drives startup growth across Virginia
U	Research grants/funding to universities
U	Collect data > promote innovation as an economical development strategy > build the physical infrastructure to support
Investment	
C	Support programs that bring founders to Virginia
C	Side-car funds
U	The state should provide significant funding for innovative research and sufficient oversight/reporting to measure success
I	Support GoVa
I	Aligning the education system to local industrial and manufacturing needs
	Help facilitate access to capital along the start-up continuum
C/I	Allow/encourage/promote private capital to venture. Serve as match for grants
C	Tax treatment for early stage investing
I	Fund university foundations
Educator	Seed funding (e.g. CRCF, GAP)
I	Funding support for groups that are supporting entrepreneurs NOT in an university setting
C/I	Funding for local ecosystem and space. Develop incubators.
	Funding for startups, directory of funding sources, and database for entrepreneurs
U	Funding - seed, etc.
C/I	Vetting/criteria/thresholds for funding to share with entrepreneurs. Pre seed/seed \$
C/I	Support for K-12 entrepreneurs education and curriculum development.
C/I	Support for K-12 school
C/I	Make spaces, e.g. Petersburg STEAM and maker space
Connectivity	
	Ensure equal opportunities to all Virginians, both rural and urban and everything in between
I	Advocate for a given initiative. From to-t-bottom, senators, legislators, to local government
I	Providing a clearing house for network of where to go for what
I	Infrastructure
I	Virginia should help connect entrepreneurs to corporations and investors given our geographic decentralization and
	State should serve as a connector of localities, venture capital, universities, entrepreneurs, state grant programs and
C/I	leverage to promote resource development
I	Policy (facilitation), incentives/resources, training supports, research support, education investment (10-12, higher),
State Role - Workforce/Talent	
C	Facilitate increasing the tech talent pipeline
	Boot camp software
	Manage university to succeed: faculty, labs, students

Norfolk

	Bridge with fed agencies
C	Engage graduate-level students in tech transfer (MBA especially); they have the time/capacity to investigate biz models (i.e. customer discovery)
Network Connectivity	
C	Facilitator by providing opportunities to convene founders, investors, resources, i.e. ecosystem events
V	Gateway to information and resources. With a loud horn to be heard by all
C	Opportunity zone deal flow management platform (digital)
C	Facilitate creation of VA funders
U	Bridge networks
V	Become a better connector for vendors to connect with funders
V	Legislate to expand (easily) opportunities for small businesses
Investment Capital	
C/U	Investment - financial human resources Advocate - under-resourced communities
C	Provide capital alongside private sector to build innovation economy infrastructure around the state
C	Provide funding for metric-driver community/ecosystem development programs/organization with limited overhead burden
I	Provide money/investment as part of capital stack, allowing projects to get creative with financing
F	Automate funding reporting
C	Facilitator by providing sustainable funding for high performing resources supporting startups
C	Facilitate ensuring a full capital stack available to startup funders
C	Support clearing house matching investors to companies in need of capital
C	Targeted investment that leads to commercialization
C	Provide infrastructure/staff/admin funding for capital starve groups
V	Act as intermediary to accelerate the transfer of fed tech (i.e. NASA LaRC) into the local community
V	Connect tech/eng/research founders with those who can commercialize the solutions
F	Consideration of active duty military business owners (not always considered veterans)
C	Smart, directed marketing Virginia as a great place to start and grow a business
Other - Hot Button	
C	Create environment where I can bring a company from a different state to Virginia and be more competitive in the market
	Military transition program for entrepreneurship with university (ex. Tuck next step)
U	Advocate for under-resourced communities
U	Training for faculties, staff and students. Systematic training, syllabus can be adopted by all universities
V	Education/support. Community wellbeing regulations